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RXXI/EM CoP Conference

Capacity Development

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Overview

- Capacity Development (CD) –
  - "CD is the building of human, institutional, and infrastructure capacity to help societies develop… through mentoring, training, education, and projects … process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time." *Definition authored by LTG Henry J. Hatch, USACE (Ret.)*
- CD PDT Role –
  - Support development of formalized "CD program" for USACE
  - Provide input from various international and domestic programmatic perspectives and experience
  - Support CD PDT Lead in development of USACE CD documents:
    - Readiness XXI CD Project Management Plan (PMP)
    - CD Framework and CD White Paper
    - Follow-on CD implementation documents, upon receipt of authorization to proceed with formal CD program

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Background

- CD does not currently exist as a formal, USACE-wide program, which leads to inconsistent application of CD within and across USACE mission areas
- Ad hoc approach to CD may result in non-sustainable outcomes and loss of initial investment
- Current USACE programs and projects range from inherent CD activities (e.g., Civil-Military Emergency Preparedness) to supplemental training on infrastructure projects and handover to local authorities
- Iraq Infrastructure Reconstruction Program (PCO and GRD) provided first formal CD program (including CD framework) with interagency support; CD program managed by PCO staff who transferred to GRD in October 2006 and to HQ USACE in May 2007
- CD recognized as a critical component of meeting future USG requirements; selected as component for Readiness XXI and CD PDT established in September 2007
- Preparatory documents underway to establish formal USACE CD program to operate domestically and internationally

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PDT Current Tasks

READINESS XXI TEAM USACE

- Completed – CD PMP (Oct/Nov 2007)
- Completed – Proposed USACE CD Framework (Dec 2007)
- Current – CD White Paper
  - Purpose: Explain need for USACE CD program by describing current status, identifying gaps, and recommending solutions
  - Objective: Obtain USACE Leadership acceptance of CD White Paper recommendations with authorization to proceed with CD program development
  - CD PDT Role: Review and comment on White Paper, providing variety of perspectives from different programs and experiences

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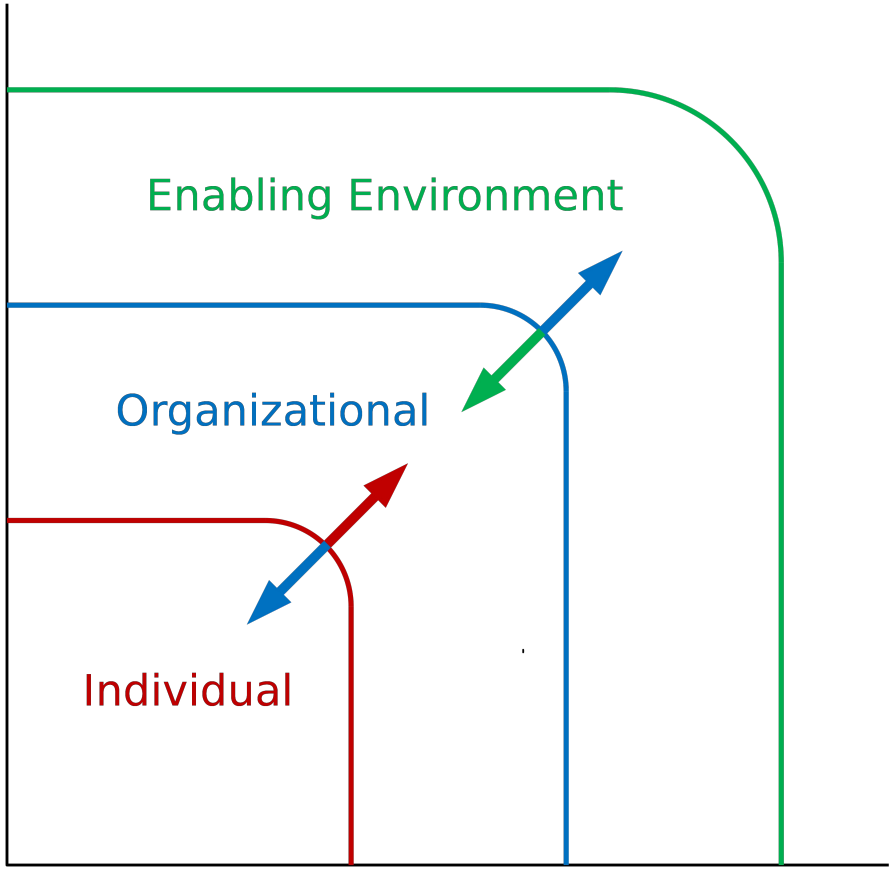
Proposed CD Framework

READINESS XXI TEAM USACE

Three levels of CD work together for success

- **Enabling Environment:** Provides the structure of laws, regulations, policies, and guidance at all levels necessary to support organizations as they efficiently carry out their missions.
- **Organizational:** Provides leadership and administrative structure that operates within framework established by enabling environment, thereby setting a culture that optimizes mission outputs through innovation. Provides management requirements and guidelines for the organization and provides environment in which individuals excel at their assigned tasks.
- **Individual:** Work within established organizational framework to maximize performance through continuous improvements, while increasing experience, knowledge & technical skills. Achieves stated objectives using knowledge, skills, and abilities supported by clear motivation and behavioral objectives.



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Next Steps/ PDT Schedule

Date	Next Steps
31 MAR 2008	Complete Final CD White Paper (including PDT review)
10 APR 2008	Readiness XXI Functional Proponent completes review and comment (one week) on White Paper
19 APR 2008	Incorporate review comments and submit final CD White Paper to Readiness XXI Steering Committee
15 MAY 2008	Complete Draft Policy Letter/Action Plan for Chief Engineer
01 JUN 2008	Publish Policy Letter and Action Memo, authorizing CD program
09 SEP 2008	Develop follow-on CD program implementation documents
Ongoing program	Maintain PDT (or SME cadre) to assist with initial CD implementation

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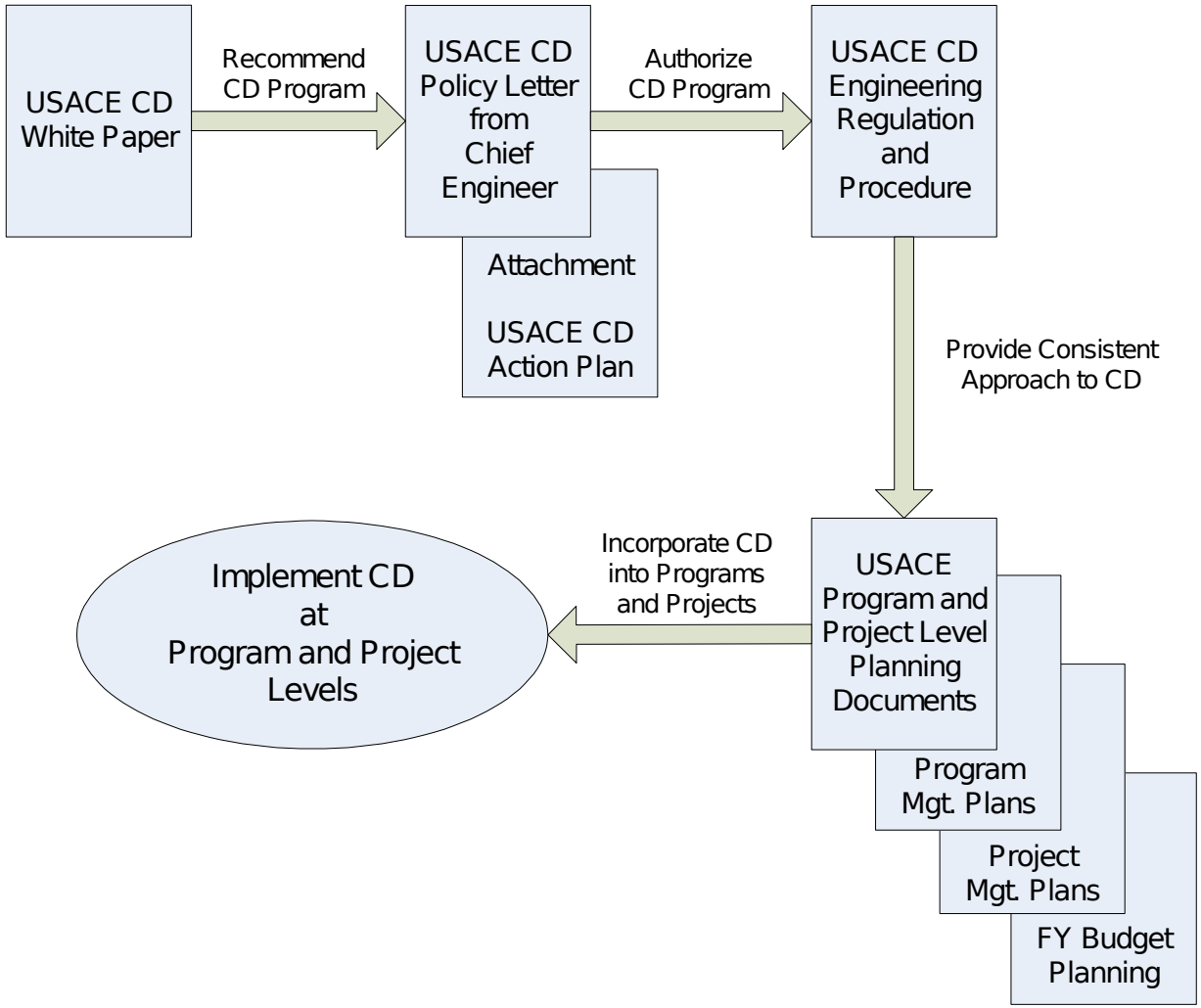
Next Steps (cont'd)


USACE CD White Paper
Recommend CD Program
USACE CD Policy Letter from Chief Engineer
Authorize CD Program
USACE CD Engineering Regulation and Procedure
Attachment
USACE CD Action Plan
Provide Consistent Approach to CD
USACE Program and Project Level Planning Documents
Program Mgt. Plans
Project Mgt. Plans
FY Budget Planning
Incorporate CD into Programs and Projects
Implement CD at Program and Project Levels

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Next Steps (cont'd)

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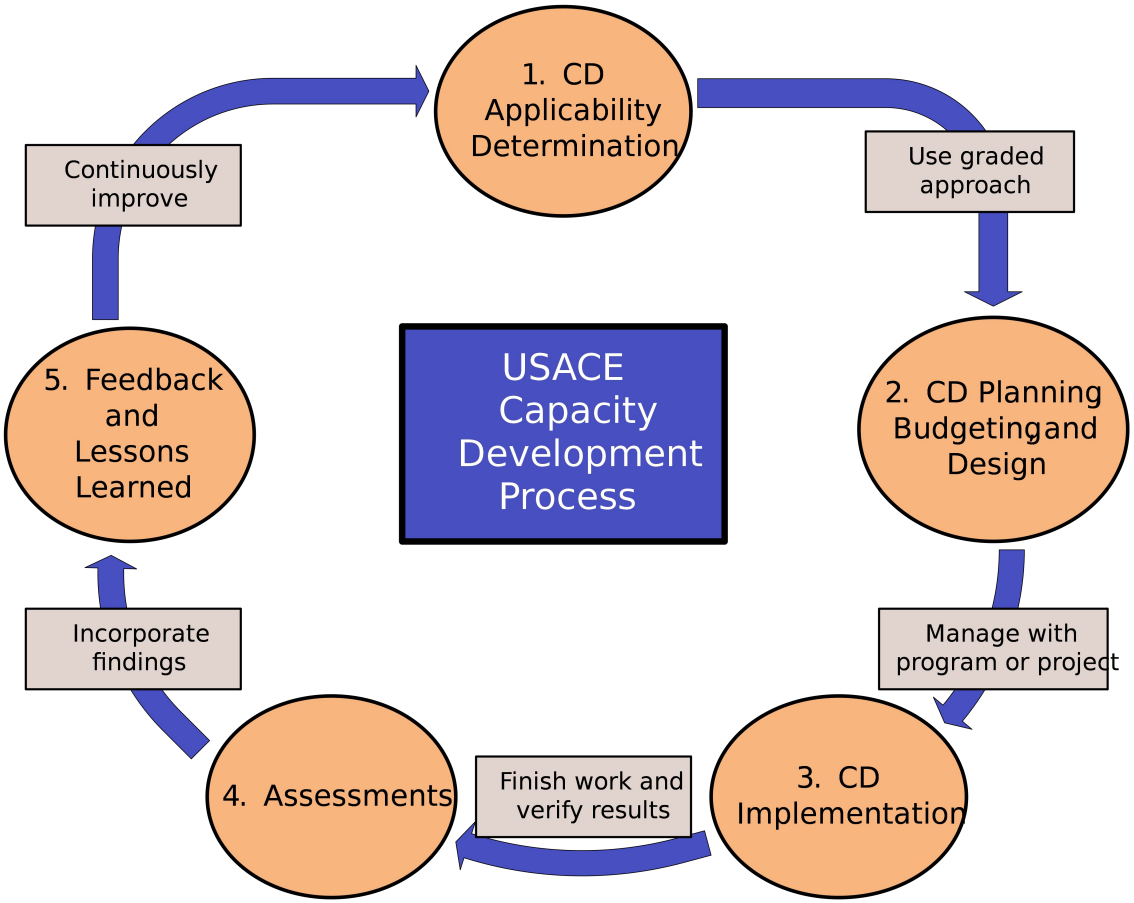
Proposed USACE Capacity Development Program – Five Step Process



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Questions?

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